

City of Thousand Oaks:

A Model for Local Government Recycling and Waste Reduction

Overview

The City of Thousand Oaks is a model of a suburban community in Ventura County meeting the requirements of the California Integrated Waste Management Act (AB 939, Sher, Chapter 1095, Statutes of 1989 as amended [IWMA]).

The city reported a diversion rate of 66 percent in its 1999 annual report to the California Integrated Waste Management Board (CIWMB). The city diverted 153,024 tons of material based upon the Board's calculation methodology. In 1999, the city diverted 12,388 tons of recyclables and 17,320 tons of green waste through city-sponsored residential and commercial programs.

**Table 1: City of Thousand Oaks
Diversion, 1998**

	Res.	Comm./ Indust.	Total (Tons)
Total waste reduction			153,024
Municipal solid waste disposed			111,959
Total generation	17,293	141,364	264,983
Percent reduced			57%
Lb waste/ HH/day	7		

Source: City of Thousand Oaks.

Accomplishments of the city's programs include:

- Establishing the county's largest curbside recycling program, serving 30,000 homes and collecting 1,400 tons of material per month.
- Establishing a commercial recycling program that collects more than 500 tons of recyclables per month from 1,200 businesses.

- Sponsoring free composting workshops for more than 1,800 residents and making available 2,500 compost bins at discounted prices.
- Attaining more than \$600,000 in grant funding from the CIWMB and the Department of Conservation.

The city's program has received recognition and a number of awards:

- U.S. Conference of Mayors "Buy Recycled" Program (1995).
- California Integrated Waste Management Board certificate of recognition for use of rubberized asphalt (1996).
- California Resource Recovery Association, "Best Procurement Program" (1996).
- North American Hazardous Materials Management Association award for program excellence (1996).
- California Integrated Waste Management Board, certificate of recognition for use of re-refined oil (1996).

Program Characteristics

City Demographics

The City of Thousand Oaks includes the areas of Westlake Village and Newbury Park and is located in the Conejo Valley, 42 miles northwest of Los Angeles in Ventura County. The city is primarily a suburban community with one-third of the city designated as open space.

- Population: 117,600
- Households: 41,811 total; 32,516 single-family, 7,848 multifamily; 1,150 mobile home
- Businesses: 1,200 (estimated)
- Land area: 56 square miles
- Median household income: \$75,178

Local Policies

Responding to the IWMA, the city council approved 18 policies regarding solid waste ordinances, rates, and franchise system issues in 1991. These policies established the city's initial residential and commercial recycling programs. Based on these policies, major changes to the municipal code were approved in 1994. Later that year, the city council approved franchise agreements with local refuse haulers, which included various requirements to implement programs to meet the IWMA mandates.

These franchise agreements came up for renewal and in December 1999, the city council approved the following new franchise agreements with its haulers:

- The city has an exclusive franchise system for regular refuse and recycling collection service.
- GI Industries (WMX) services 80 percent of residences and 100 percent of businesses.
- Newbury Disposal (EJ Harrison) serves 20 percent of residences only.
- Residents and businesses may also receive temporary/rolloff bin service through a non-exclusive franchise system. There are currently seven companies providing this service.

The city's exclusive franchise haulers are required to provide certain recycling programs in the residential sector and are required to meet a 30 percent diversion rate in the commercial sector to qualify for discounts. Franchise haulers are also required to indemnify the city for IWMA compliance.

The city's non-exclusive franchise haulers are not required to recycle, but they receive a significant economic incentive for recycling.

Source Reduction Initiatives

Recognizing the importance of the waste management hierarchy, the city promotes a variety of source reduction programs to promote waste prevention and reuse:

Home Composting. The City of Thousand Oaks sponsors free home composting workshops and offers discounted compost bins, compost thermometers, and instruction books to city residents. The hauler now distributes bins to customers.

Government Source Reduction Programs. The city promotes a number of in-house source reduction programs, including duplex copying, reusable mugs, and pallet repair.

Junk Mail Reduction Kit. The city has developed its own junk mail reduction kit that is offered to city residents.

Ventura County Materials Exchange

(VCMAX). The county operates a free service that lists available furniture, construction materials, commodities, etc., that are no longer needed by area businesses or nonprofit organizations. The city promotes the program locally. VCMAX, which complements the State's CalMAX program, includes an online database that is updated regularly and a printed guide that is published quarterly.

Thrift Shops. The city lists thrift shops in its "Environmental Programs Guide" and highlights them in Earth Day "Eco" fashion shows.

Residential Programs

The city's curbside recycling program was initiated in 1990 in response to the IWMA



The City of Thousand Oaks distributes free compost from its yard trimmings program to residents. Source: City of Thousand Oaks.

mandate. Under the initial program, residents received 33-gallon bins for commingled recyclables, with newspapers bagged separately and placed in the top of the container. In addition, residents were allowed to dispose up to 180 gallons (five average-sized cans) of trash per week, and they received unlimited recycling. The average resident set-out rate was 2.5 cans per week, or 80 gallons. The city also offered a "super

recycler” rate for one standard trash can or less per week.

In 1997, the franchise came up for renewal and created an opportunity to expand the city’s program. The city surveyed residents and businesses to determine preferred new services.

According to the survey, residential customers supported implementation of yard trimmings collection (87 percent), automated trash service (65 percent), and unit-based rates (62 percent). Sixty-four percent of the respondents favored alternate collection of recyclables and yard trimmings.

The City of Thousand Oaks clearly wanted to expand recycling services, but it also wanted to keep the costs to residents unchanged. A key element was to go to alternate week collection (alternating recycling with yard trimmings service). The city felt comfortable moving to alternate week collection of recyclables because the city had found success operating on a pilot basis since 1993. Earlier surveys showed that less than 30 percent of residents put their recyclables out each week, and many of the 45-gallon cans placed at the curb were less than half full.

In the fall of 1998, the city implemented the new recycling program. The program, in addition to including strong performance standards in the hauler contract, included two key changes: the addition of yard trimmings collection, and a new automated unit-based pricing system. Under the new program, residents are offered three service levels:

- All single-family residences receive one 96-gallon green cart for yard trimmings, one 64-gallon cart for trash, and one 64-gallon cart for recyclables.
- All multifamily residences, including condominium and townhouse residents who have individual trash cart service, receive one 64-gallon trash cart and one 64-gallon recyclables cart.
- “Super recyclers” receive one 34-gallon trash cart and one 64-gallon recyclables cart. “Super recyclers” may request a yard trimmings cart for additional cost.
- Residents may order additional trash, yard trimmings, or recycling containers as needed.



The city has an aggressive public education program that includes a recycling guide, program brochures, and high-quality videos. Source: City of Thousand Oaks.

At the start of the program, recycling and yard trimming collection was provided on alternating weeks. As the program was implemented, the city received a significant number of calls from residents and realized it had underestimated for some of the larger homes the necessary capacity for yard trimmings service. The city was able to renegotiate its contract to provide weekly yard trimmings collection service without increasing residential rates. Recyclables collection has remained every other week, significantly reducing unnecessary diesel truck air emissions.

The bins cost approximately \$150 per residence. The hauler purchases them as part of the franchise requirements. Containers are made with at least 25 percent postconsumer recycled content. As the program began, each hauler was required to collect old trash cans during the first week. Suitable cans were subsequently recycled.

Residents are able to recycle the following materials through the recycling program:

- Paper: newsprint, junk mail, magazines, cardboard, paperboard boxes (without plastic liners).
- Metal containers.
- Glass containers.
- Empty and dry paint cans.
- Empty aerosol cans.
- Plastic bottles (#1 and #2).

Table 2: Residential Diversion (Tons)

Material	Tons
Old corrugated cardboard	1,131
Old newspaper	5,172
Other paper	1,276
Aluminum	68
Scrap metal/tin	374
Glass	1,527
Plastics	403
Yard trimmings	15,355

Source: City of Thousand Oaks, 1999.

As result of the new program, the city has seen a dramatic increase in the recovery rate under the residential program. The current diversion rate is 50 to 60 percent for the residential sector.

Although there has not been much change in participation under the new program, there has been a 6 percent reduction in the “non-subscriber” rate. Moving to standardized containers has made it much easier for the hauler to identify non-subscribing customers and to enforce the unit-based collection system. An extensive media campaign, community meetings, and a citywide mailer describing the benefits and flexibility of the program was a major element of the program’s success.

The city operates several programs to collect large and bulky items through its franchise haulers.

Bulky Item Pickup. Residents may call their hauler and schedule a pickup of up to two bulky items per year at no additional charge. Residents may also put out twice as much trash and recyclables for two weeks following Christmas.

Fall Landfill Disposal Day. City residents may bring large items to the Simi Valley Landfill for recycling and disposal.

Spring Community Cleanup and Recycling Day. The city accepts materials at a central location on the Saturday of Memorial Day weekend. A majority of these are recycled or donated to Goodwill Industries and the electronics are recovered.

Neighborhood Enhancement Program. Groups of 15 or more residents can sign up for the city’s neighborhood enhancement program that provides free bin service. The hauler provides recycling options for materials such as tires, yard trimmings, reusables, and electronics.

Commercial/Industrial Recycling

Since 1990, haulers were required to provide recycling service to businesses; however, there was no rate schedule for recycling charges. There were certain costs associated with commercial recycling that were not offset by proceeds from the sale of materials or reduced disposal fees. Furthermore, contractors had no incentive to offer recycling services. Some businesses would order free recycling containers and then reduce their trash service, thus reducing the contractor’s revenue.

In developing the requirements for commercial recycling under the new franchise, staff pursued a solution that was revenue-neutral to the customer base. This created a rate structure that was equitable and offered recycling and waste reduction incentives to both the contractor and the customer.

Under the new program, recycling service is available to all commercial accounts and is charged at a rate that is 30 percent of the rate for a three-cubic-yard trash bin. The program includes economic incentives for the customers to meet a 25 percent recycling rate (see “costs” section below). Recyclables collected in commingled bins through the commercial programs include the same basic recyclables as the residential program, although there is greater effort to recycle scrap metals.

Other Recycling

Drop-Off/Buyback Recycling Facilities. The city’s environmental programs guide lists various types of recycling centers including:

- Certified redemption centers (5).
- Motor oil recycling centers (9).
- Business recycling services (22).

Christmas Tree Recycling. Christmas trees are collected curbside and through drop-off for two weeks following Christmas. Chips from the recycled trees are offered free to residents.

Business Recycling Services

Arnie's Pallet Supply
 Ojai Valley Organics
 Calabasas Landfill
 Oxnard Metal Co.
 CA Wood Recycling
 Pallets Gallore
 CalMat
 River Edge Concrete
 Crocket Containers
 River Hawk Ranch
 Eddie's Recycling
 Saticoy Recycling
 Furia Transport
 Simi Valley Base Mix
 HMR Group
 Simi Valley Landfill
 Gillbrand
 Simi Valley Recycling Ctr.
 LaSalle & Son Used Furn.
 Standard Industries
 Maintenance Const. Cleanup

Source: City of Thousand Oaks, Environmental Products Guide.

Tires. Twice a year the city sponsors cleanup days during which tires are accepted free of charge. The only other options for residents are to leave their old tires with the retailer from which they purchased their new tires, or to pay to dispose of their old tires at either the Calabasas Landfill (\$24 per ton) or the Simi Valley Landfill (\$3 per tire).

Electronics Recycling. The city held its first event in January 2000. The city contracted with HMR Recycling to operate a drop-off event (held in conjunction with a Christmas tree collection event) at the city's municipal service center, collecting more than 26,000 pounds of materials.

Toilet Recycling and Rebate Program. The city accepts used toilets at its municipal service center and provides customers with a rebate on a new low-flow toilet.

Materials Recovery Facility (MRF). The city has benefited from the private investments in MRFs in nearby communities. Materials collected through the residential and commercial recycling programs



The city collected more than 26,000 pounds of electronic equipment from a one-day collection event. Source: City of Thousand Oaks.

are taken to facilities in Oxnard (EJ Harrison) or Simi Valley (WMX) for processing. Commercial recyclables are also sent to the Del Norte Regional MRF in Ventura.

Landfill/Recycling Centers. In addition to small private recycling centers in the area, the Simi Valley Landfill and Recycling Center accepts a variety of materials for recycling.

Alternative Daily Cover. The city has an excellent composting program through both of its haulers. As a result, less than 1 percent of the collected yard trimmings have been used for alternative daily cover.

C&D Recovery Programs

As part of the overall commercial recycling program, the city provides a non-exclusive franchise system for temporary bins and rolloff service, including construction and demolition (C&D) recycling. The program gives a discount on the franchise fee for haulers that meet a 30 percent diversion rate (see "costs" section below).

The Simi Valley Landfill and Recycling Center charges significantly less than its normal rate (\$38.58 per ton) for clean loads of asphalt, concrete, and dirt that can be recycled.

The city currently does not have any established C&D recovery programs through its franchise

haulers. The city plans to incorporate C&D recycling into future programs.

Household Hazardous Waste Programs

The city's program to address business and household hazardous waste (HHW) needs include:

Household Hazardous Waste Program. The city sponsors free hazardous waste collection days on the first Saturday of each month. Materials are collected at the city's municipal service center by appointment only, by e-mail, or through an automated phone line. The program collects 20,000 pounds of waste from an average of 220 participants per month. Residents also have the option of using a similar program in a neighboring community on the third Saturday of each month.

Materials accepted include paint, solvents, household toxics, household and auto batteries, automotive fluids, pesticides, fertilizers, pool and garden chemicals, photo chemicals, and motor oil. Unacceptable materials include tires, radioactive and infectious waste, explosives and ammunition, business waste, propane tanks, and medical needles.

Motor Oil and Oil Filter Recycling. The city maintains a list of motor oil and oil filter recyclers on its Web site. The city also allows residents to drop off up to 15 gallons of household hazardous waste during any of its scheduled HHW collection days. Residents must call or e-mail to set up an appointment.

Small Quantity Generators. A private contractor collects hazardous waste from small quantity business generators on the Friday prior to the monthly HHW collection event. Businesses are required to make an appointment directly with the contractor and pay for the service based on volume. The city offers a discount to each participating business.

Sharps (Needles) Programs. As part of a countywide program, the city provides free sharps collection. Containers are made available to the public and may be returned to two locations in the city (15 countywide).

When the city's HHW program began, the city had planned to establish a permanent year-round facility. In October 1996, the city surveyed residents who used the program and revealed that 70 percent preferred a monthly or quarterly drop-off program, instead of a twice-a-year one-day event.

Education, Publicity, and Outreach



The city holds household hazardous waste collection events each month at the municipal service center. Source: City of Thousand Oaks.

A key to the city's high recycling rate is an aggressive education and outreach program. The city has four full-time staff working on recycling programs. Some of the programs implemented by the city are:

- Environmental programs guide. This guide informs residents about all of the waste reduction and recycling opportunities in the city. The guide is distributed free to all subscribers of the local daily newspaper and is placed on the city's Web site. Topics in the guide include:
 - Trash, recycling, and yard trimmings collection.
 - Home composting.
 - Buying recycled.
 - Motor oil/filters and antifreeze recycling.
 - Business recycling services.

- Business awards programs.
- Business hazardous waste collection.
- Other reuse and recycling options.
- Stormwater pollution prevention.
- Environmental Hotline (805) 449-SAVE. The city operates an automated hotline that provides information on a variety of environmental programs, including hazardous waste collection, beverage container recycling, trash service, composting, community enhancement, and special events. The hotline receives approximately 100 calls per month in addition to the recorded messages. Users are routed directly to the appropriate staff person for follow-up.
- Brochures/flyers: the city has produced a variety of brochures, flyers, and videos on:
 - Residential/business recycling.
 - Home composting.
 - Grasscycling.
 - Xeriscaping.
- TV/radio. The city airs numerous award-winning and nationally recognized environmental videos on local cable channels, radio stations, and on the city's community access station, TOTV-Channel 10.

The city's primary minority ethnic population is Latino, representing approximately 9 percent of the city's population. The city prints program literature in Spanish on an as-needed basis.

Schools

The city distributes recycling educational materials through the local school district. The city encourages schools to develop recycling programs, but it has little leverage since the city or State has no authority to require them to participate.

Electric Mulching Lawn Mowers. The city has a program to take back and recycle operable gas-powered lawn mowers properly drained of gas and oil. Customers get a voucher redeemable for \$150 off the purchase of Toro E24 Carefree Electric Mower (retail price approximately \$329). Scrap metal processors in the area accept the old mowers for recycling.

Wastewatch Awards. The city offers a Wastewatch Awards program that recognizes businesses and nonprofit organizations taking steps to manage their waste, conserve energy, reduce air/water pollution, and make purchases in an environmentally responsible manner. All businesses, nonprofit organizations, and schools in Thousand Oaks are eligible.

Recycling Guide: Listings by Material

Aerosol cans	Fuel
Aluminum cans/foil	Furniture
Antifreeze	Glass bottles & jars
Asbestos	Hangers
Asphalt	Helium tanks
Batteries, auto	Laser cartridges
Batteries, household	Magazines
Brush, wood & lumber	Metals
Bubble wrap	Motor oil/filters
Building materials	Paint
Cardboard/cartonboard	Paper
Charities	Photo chemicals
Christmas trees	Plastics
Clothing	Propane/helium tanks
Concrete/asphalt	Railroad ties
Construction debris	Sporting equipment
Electronic/computers	Styrofoam peanuts
Eyeglasses	Syringes/needles
Fire extinguishers	Telephone books
Fluorescent bulbs	Tires
Food donations	Thrift stores

Source: City of Thousand Oaks, Environmental Products Guide.

ReStore. Residents and businesses may donate new and used building materials, appliances, hardware, doors, windows, and yard items to Ventura County's ReStore. The facility is operated

to benefit the ongoing construction efforts of Habitat for Humanity. Residents may donate construction materials, and they may also purchase items at substantial savings.

Expanding Demand

The city recognizes the importance of increased demand for recycled materials and recycled-content products:

Recycled Product Procurement Policy. The city established a procurement policy to promote the purchase of recycled and “environmentally-preferable” products. The city updates the list of products that should be purchased as recycled products.

Procurement Policy: Recycled Products List

Adding machine tape	Napkins
Business cards	Paper towels
Computer paper	Pencils
Copy paper	“Post-it” notes
Desk calendars	Printer cartridges
Facial tissue	Ruled writing pads
Folders	Scissors
Index cards	Stationary
Letter trays	Toilet tissue
Memo pads	Trash liners

Source: City of Thousand Oaks.

Recycled Paper Coalition. The city participates in the recycling paper coalition. (See Table 3 for purchasing information based on the city’s 1996 report.)

Green Building Materials. As part of its procurement policy, the city has promoted the purchase of recycled and other “green” products. Many of these products were incorporated into the construction of the city’s civic arts plaza. For example, many of the car stops in the parking garage are made from recycled plastic lumber. In addition, many local parks use recycled plastic lumber for fencing, benches, and trash/recycling containers.

Table 3: Paper Recycling Information

Category	Total Purchased (lb)	Recycled Purchased (lb)	Average Recycled Content
Copy paper	4,278	3,840	30%
Cover paper	616	616	20%
Envelopes	4,160	4,160	20%
Newsprint	7,300	7,300	
Towels	16,458	15,690	20%
Chipboard	13	13	100%

Source: City of Thousand Oaks.

Recycling Market Development Zone (RMDZ).

The city actively promotes the Ventura County RMDZ, which supports market development efforts throughout the region. The community attracts mostly “clean” industries such as pharmaceutical and hi-tech companies. The city has not facilitated any loans under the RMDZ program.

Re-Refined Oil. The city uses re-refined oil in its 350-vehicle fleet as does the two local trash companies (WMX and Harrison Industries).

Rubberized Asphalt. Since 1992, the city has extensively used paving materials made of rubber from discarded tires. To date, the program has used rubber from 1.3 million discarded tires to resurface 130 miles of surface streets. (See CIWMB model study in this series, “New Uses for Old Tires,” for more information about rubberized asphalt.)

Costs, Economics, and Benefits

Franchise Services

The city operates an exclusive franchise system for residential and commercial trash and recycling collection. Service charges are billed directly to the customer by the hauler and the hauler pays fees to the city (see Table 4).

In the commercial and rolloff sector, the city had charged a \$3 per ton “landfill equity fee” to equalize the costs among the franchise haulers; however, with the consolidation of haulers in the city, that fee was discontinued in 1999.

Haulers retain the proceeds from the sale of the recyclables, but they are required to report

recycling income. Despite the change in city's residential and commercial programs instituted in December 1999, the total cost to both residents and businesses has remained constant.

City Services



The city procurement policy includes the purchase of recycled lumber products for the city's golf course and all city parks. Source: City of Thousand Oaks.

The city's programs are funded through a variety of mechanisms, including solid waste management fees charged to haulers and grants (particularly from the CIWMB for oil recycling).

The city budget for the past several years has averaged about \$700,000 to \$800,000 per year. Key components of the city's budget are highlighted in Table 5.

Since starting its HHW collection program, the city has seen a drop in cost from a high of \$95 to \$55 per vehicle. Almost all of the materials are recycled or incinerated, greatly reducing future city liability.

The city's solid waste management program has a reserve fund to pay for new services or equipment, facility development, or environmental mitigations or liabilities. The fund can also offset future rate increases.

Local Government Challenges and Opportunities

When the city added yard trimmings to its expanded residential program, staff thought it would be able to keep the same number of trucks on the road by alternating collection of recyclables and yard trimmings. Unfortunately, the city received a strong outcry from some residents who were opposed to the level of capacity for yard trimmings collection (96-gallon container collected every two weeks).

The city has a large amount of landscaping and has the highest per capita generation of yard trimmings in the county. After the initial implementation of the program, the city changed to weekly collection but was able to renegotiate its franchise agreements without any reduction in other services or an increase in the residential rate.

Another key challenge in establishing its new residential program was the reduction in trash capacity from approximately 180 gallons (which was often exceeded) to 64 gallons. A key resolution was providing flexibility to city residents, allowing them to pay for additional containers.

Another important opportunity in the fee area was the city's transfer fee. The city's franchise agreement required the payment of a transfer fee whenever ownership of a company changes. The city received \$1.5 million in 1998 when two of the city's franchisees were bought out by a third hauler. A long-term agreement for guaranteed disposal at the Simi Valley Landfill was also implemented.

Although the county does not have a regional agency among its jurisdictions, there is extensive cooperation among the jurisdictions. The city participates in a number of programs that are operated countywide, including:

- HHW collection events.
- Building materials ReStore.
- VCMAX materials exchange.
- Public education efforts.
- Monthly coordination meetings.

An important challenge for a city like Thousand Oaks that has met the 50 percent diversion

Table 4: Franchise Provisions

	Customer charges	City Fees
Residential franchise	Residents pay to haulers a flat rate of \$19.62/month. (Super recycler rate \$15.42). Extra service is available for an extra charge.	Solid waste management fee: \$0.60/HH/month. Franchise fee: 5% of gross revenues.
Commercial franchise	Businesses pay to haulers a flat rate of \$102.75/month for 1 bin collected 1X week. Businesses receive a recycling bin at 30% of the cost. Businesses receive a 10% reduction in their bill if 25% of total tips are for recycling. (5% reduction for less than 25%).	Solid waste management fee: 8.25% of gross revenues. Franchise fee: 5% of gross revenues.
Temporary/ rolloff bin	The city does not regulate rates charged to residents or businesses.	Solid waste management fee: 13.25% of gross revenues; if 25% diversion is achieved, rate is 8.25%. Franchise fee: 5% of gross revenues.

Source: City of Thousand Oaks.

requirement is planning future programs, which could include:

- Continuing to develop cost-effective waste reduction and recycling programs (such as C&D, food waste, commercial yard trimmings, and adding curbside materials).
- Consolidating mandated programs and using emerging technologies such as the Web, electronic communications, and alternative fuel trash/recycling trucks.

The city intends to continue all of its existing programs, but it is currently seeking input from the public and the city council on whether to initiate new programs or expand current ones.

Tips for Replication

- Allow new programs to be implemented in phases to allow the public to be involved in the planning and implementation.
- Try to maintain flexibility in program services in order to address inevitable complaints when services are changed.
- Recognize that recycling programs will continue to evolve over time, as technologies

and markets or uses for products improve. Curbside recycling programs, in particular, have expanded dramatically over the past decade in the scope and nature of the materials they collect.

- Provide a variable rate system to give the public an incentive to recycle, but recognize that it may need to be kept simple to administer.
- Use economic incentives that are structured to provide rewards to ratepayers, haulers, and the city if goals are met.
- Work closely with other communities, regional agencies, and counties in order to provide more promotional and technical support for their programs than could be provided independently.
- Insist customers are provided with outstanding service through the use of performance standards.

Table 5: City of Thousand Oaks Solid Waste Program Budget

	1997–98 (Actual)	1998–99 (Budget)
City Program Revenue		
Landfill equity adjustment	\$236,806	\$220,000
Residential franchise	\$229,709	\$216,000
Commercial franchise	\$378,908	\$350,000
Temporary drop bin & bin	\$105,388	\$66,000
Permanent drop box		\$30,000
Interest income	\$120,220	\$140,000
Miscellaneous	\$15,381	\$11,000
Grants—recycling and HHW	\$53,000	\$55,000
Operating transfer		\$5,000
Total Revenue	\$1,139,412	\$1,093,000
City Program Costs		
Public works administration	\$36,784	\$38,044
Public works business management	\$39,493	\$31,007
Recycling program	\$300,662	\$342,830
HHW	\$330,074	\$304,912
Community enhancement program		\$80,000
Reserve accounts	\$432,399	\$296,207
Total Costs	\$1,139,412	\$1,093,000

Source: City of Thousand Oaks.

References

CIWMB Publications

Many CIWMB publications are available on the Board's Web site at: www.ciwmb.ca.gov/Publications.

To order hard copy publications, call 1-800-CA-Waste (California only) or (916) 341-6306, or write:

California Integrated Waste Management Board
Public Affairs Office,
Publications Clearinghouse (MS-6)
1001 I Street
P.O. Box 4025 (mailing address)
Sacramento, CA 95812-4025

Contacts

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For more information about the recycling program for the City of Thousand Oaks, contact Grahame Watts, Senior Management Analyst, City of Thousand Oaks, Public Works Department, 2100 Thousand Oaks Blvd., Thousand Oaks, CA 91362. (805) 449-2453, Fax (805) 449-2475, Pwgwatts@mx.ci.thousand-oaks.ca.us, www.ci.thousand-oaks.ca.us/recycle.htm.

Credits and Disclaimer

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The energy challenge facing California is real. Every Californian needs to take immediate action to reduce energy consumption. For a list of simple ways you can reduce demand and cut your energy costs, Flex Your Power and visit www.consumerenergycenter.org/flex/index.html.